

6-1-1982

# The Personality of the Pastor as a Function of Church Growth

Roger Dudley

Follow this and additional works at: <http://digitalcommons.andrews.edu/hrsa>

---

## Recommended Citation

Dudley, Roger, "The Personality of the Pastor as a Function of Church Growth" (1982). *Human Subject Research Archive*. 114.  
<http://digitalcommons.andrews.edu/hrsa/114>

This Book is brought to you for free and open access by the Institute of Church Ministry at Digital Commons @ Andrews University. It has been accepted for inclusion in Human Subject Research Archive by an authorized administrator of Digital Commons @ Andrews University. For more information, please contact [repository@andrews.edu](mailto:repository@andrews.edu).

VFM  
6996 013901

Andrews University  
The Institute of Church Ministry

THE PERSONALITY OF THE PASTOR  
AS A FUNCTION OF  
CHURCH GROWTH

A Research Study  
Commissioned by  
The North American Division  
of Seventh-day Adventists

by

Roger L. Dudley  
Gary Fogelquist  
Greg Clark  
Des Cummings, Jr.

June 1982

ADVENTIST  
HERITAGE CENTER  
James White Library  
ANDREWS UNIVERSITY

## CONTENTS

Introduction . . . . .	1
Methodology . . . . .	3
Research Instrument . . . . .	3
Sample . . . . .	5
Procedures . . . . .	6
Findings . . . . .	7
Comparisons with General Population . . . . .	7
Personality and Church Growth . . . . .	19
Personality and Other Pastoral Characteristics . . . . .	24
Summary and Conclusions . . . . .	48
Appendix A: Primary Factors of the 16PF . . . . .	
Appendix B: Correspondence . . . . .	
Supplement: Analysis of Pastors' Wives by John Watts . . . . .	51
Denominational Literature . . . . .	51
Survey 1: Church Growth Survey . . . . .	56
Survey 2: Pastor's Spouse as Wife and Person . . . . .	71
Survey 3: 16PF . . . . .	76
Significant Correlations . . . . .	89
Summary . . . . .	95
Observations . . . . .	97

013901

THE PERSONALITY OF THE PASTOR  
AS A FUNCTION OF CHURCH GROWTH

The Seventh-day Adventist Church in North America has taken seriously the commission to preach the gospel to all people and make disciples of those who are willing to follow the Master's call. A responsible church will be a growing church -- growing in spiritual qualities and Christlikeness and growing in numbers as their neighbors see and hear the good news and join with them.

All of this presupposes that leaders and members understand the factors that contribute to optimum church growth. If the church believes that the Bible places a high priority on winning the lost and placing them in a saving relationship with Jesus Christ within His corporate body, it will do all possible to come to a better understanding of how God works to bring people out of the world and into the life and fellowship of the congregation.

Recognizing this responsibility, the North American Division of Seventh-day Adventists in 1978 authorized a massive study of the factors relating to church growth within the Division. Using scientific sampling methods, 320 churches were selected in such a way as to include all sections of the Division and to represent white, black, and Hispanic churches.

Because of the size and scope of the study, the results are being presented in several phases. Data such as church treasurers' reports, church clerks' reports, Sabbath school secretaries'



reports, and pastors' reports were collected from all churches for the years 1976-1978. These findings are to be presented in a dissertation for the Doctor of Education degree by Des Cummings, Jr. in 1982. The second phase involved a survey of the pastors and members of the churches as to certain attitudes and behaviors thought to be related to church growth. These findings were released to the Division in 1981.<sup>1</sup> A supplementary report of a survey of the wives of the pastors was released in 1980.<sup>2</sup> All surveying was done in 1980 and asked pastors, wives, and members to reflect back over the past year.

While the plans for these studies were being formulated, the Division committee considered if any area that might be helpful was not being represented. They decided that the Church needed more information on how the personality of the pastor and his wife might affect his ministry and the growth of his church. Therefore an additional sum was appropriated to allow for administering and interpreting a well-recognized personality-assessment instrument to the pastors and wives involved in the study.

The purpose of this study therefore is to measure and describe the personalities of a representative sample of pastors and their wives in the North American Division and to relate these

---

<sup>1</sup>Roger L. Dudley and Des Cummings, Jr., "A Study of Factors Relating to Church Growth in the North American Division of Seventh-day Adventists" (Berrien Springs, MI: Andrews University Institute of Church Ministry, 1981).

<sup>2</sup>Carole Luke Kilcher, "A Descriptive Study of Seventh-day Adventists Pastors' Wives and the Relationship of Selected Attitudes and Practices to Church Growth" (Master's Thesis, Andrews University, 1980).

descriptions to the actual and kingdom growth rates of the churches that they pastored at the time of or immediately before the time of the initial survey.

As used in this study, actual church growth refers to the rate of increase (or decrease) in official recorded membership over a specified period of time. The period of time used to construct the growth rates in this research is the eighteen months from January 1, 1979 to June 30, 1980.

Kingdom church growth is defined as the number of apostasies and persons missing during the period subtracted from the number of baptisms and professions by faith with the result being expressed as a percentage of the beginning membership. Thus it reveals how a church fares in terms of people coming into and leaving the overall church and not simply transferring to or from another Adventist church.

### Methodology

#### Research Instrument

After some consideration it was decided to employ the Sixteen Personality Factor Questionnaire (16PF) published by the Institute for Personality and Ability Testing in Champaign, Illinois. The 16PF was chosen because a great deal of research has accumulated around it and because Dr. Elden Chalmers of the Church and Ministry Department in the Seventh-day Adventist Theological Seminary had developed computer programs that would score the answer sheets and yield a variety of output information.

The person completing the 16PF responds to a multiple-choice format on 187 items. From this raw data scores are obtained on the following sixteen personality factors called primary source traits:

- A. Reserved versus Outgoing
- B. Concrete versus Abstract
- C. Easily upset versus Calm
- E. Submissive versus Dominant
- F. Sober versus Happy-go-lucky
- G. Expedient versus Conscientious
- H. Shy versus Venturesome
- I. Tough-minded versus Tender-minded
- L. Trusting versus Suspicious
- M. Practical versus Imaginative
- N. Forthright versus Shrewd
- O. Self-assured versus Apprehensive
- Q<sub>1</sub>. Conservative versus Experimenting
- Q<sub>2</sub>. Group-oriented versus Self-sufficient
- Q<sub>3</sub>. Undisciplined versus Disciplined
- Q<sub>4</sub>. Relaxed versus Tense

In addition to these primary factors, the Chalmers' computer program generated the following composite scores or secondary factors.

- 1. Anxiety level
- 2. Neuroticism
- 3. Subjectivism
- 4. Marital adjustment
- 5. Emotionality

6. Acting-out tendency
7. Couple similarity (where both husband and wife were surveyed)
8. Independence
9. Extroversion
10. Discreetness
11. Similarity to eight other vocations
12. Ministerial effectiveness
13. Pastoral effectiveness
14. Productive energy investment
15. Financial management

In addition to the 16PF each pastor was sent a copy of "The Pastor as Person and Husband" and each wife a copy of "The Pastor's Spouse as Wife and Person". These two brief surveys were designed to gather additional material on the morale to be found in the pastor-wife team. These extras were financed by the Ministerial-Stewardship Association of the General Conference. The results have already been published.<sup>1</sup>

#### Sample

It was decided to use as a sample the same group of pastors who had responded to the North American Church Growth Study so that the data banks on each study could be interfaced and more information made available. As stated above 320 churches had been selected

---

<sup>1</sup>Roger L. Dudley, Des Cummings, Jr., and Greg Clark, "Morale in Ministry--A Study of the Pastor as a Person", Ministry 54 (December 1981): 4-9; Carole Luke Kilcher, Roger L. Dudley, Des Cummings, Jr., and Greg Clark, "Morale in Ministry--A Study of the Pastor's Wife as a Person", Ministry 55 (February 1982): 22-25.

originally and various statistics collected over the three-year period of 1976-1978. When actual surveying began in 1980, only 295 of this number were available to receive questionnaires. Pastors of 251 of these had returned church growth surveys.

Because in some of these cases two churches had the same pastor, only 238 individual pastors were involved. These were the men (with their wives) who were chosen for the 16PF and morale studies.

### Procedures

On September 29, 1980 each of the 238 pastors was mailed a packet of materials including a 16PF survey, two 16PF answer sheets, a pastor morale survey, a wife morale survey, and complete instructions. Follow-up letters were sent in October, December, March, and April with a number of telephone calls to pastors who were slow responding (see Appendix B for copies of correspondence). By May 1, 1981, the Institute of Church Ministry had received 166 completed 16PFs from pastors. This represents a response rate of 70 percent. Also in hand were 133 from wives of pastors. Some pastors were not married so the possibility of return was not as high with the wives.

All data was first processed by the Chalmers' computer program with the output being entered into the Andrews University computing system. Here the primary and secondary factors were correlated with actual and kingdom growth rates of the churches. Also descriptive profiles were prepared and compared with the population used in norming the 16PF instrument. Cross-tabulations and correlations have been made with the pastor and wife morale studies

and with the Division church growth study data. Other analyses have been performed as seemed appropriate. The following section will describe the principal findings.

### Findings

#### Pastors

#### Comparisons with General Population

The principle findings of this report will be based on the sixteen primary personality factors mentioned above with some information relating to the composite and vocational factors. A brief description of each of these factors is included prior to the findings to acquaint those unfamiliar with the meaning of the personality factors. A detailed explanation for each of the primary factors is given in appendix A.

### Brief Description of Personality Traits

#### 16 Primary Factors

##### FACTOR A

Reserved: Emotionally detached, critical, cool, impersonal.

Outgoing: Emotionally warm, participating, interested in people.

##### FACTOR B

Concrete: Less intelligent, lower scholastic mental ability.

Abstract: More intelligent, higher scholastic mental ability, bright.

##### FACTOR C

Easily upset: Affected by feelings, emotionally less stable.

Calm: Able to cope, emotionally stable, faces reality, patient.

##### FACTOR E

Submissive: Accomodating, mild, humble, teachable.

Dominant: Assertive, aggressive, authoritative, stubborn.

## FACTOR F

Sober: Serious-minded, prudent  
concerned, introspective.

Happy-go-lucky: Carefree, enthusi-  
astic, impulsively lively.

## FACTOR G

Expedient: Disregards rules,  
slack, feels few obligations.

Conscientious: Responsible, proper,  
moralistic, principled.

## FACTOR H

Shy: Timid, restrained, threat-  
sensitive to strangers.

Venturesome: Socially bold,  
uninhibited, spontaneous.

## FACTOR I

Tough-minded: Self-reliant, no-  
nonsense, cynical, realistic.

Tender-minded: Emotionally sensi-  
tive, intuitive, unrealistic.

## FACTOR L

Trusting: Adaptable, accepting,  
understanding, unsuspecting.

Suspicious: Self-opinionated, hard  
to fool, skeptical, questioning.

## FACTOR M

Practical: Alert to immediate  
needs, conventional, careful.

Imaginative: Absorbed in ideas,  
unconventional, absent-minded.

## FACTOR N

Forthright: Natural, genuine,  
unpretentious, simple tastes.

Shrewd: Calculating, socially  
aware, insightful, astute.

## FACTOR O

Self-assured: Unperturbed, con-  
fident, secure, self-satisfied.

Apprehensive: Worrying, troubled,  
insecure, anxious.

FACTOR Q<sub>1</sub>

Conservative: Respecting tradi-  
tional ideas, tolerant of tradi-  
tional difficulties.

Experimenting: Liberal, analytical,  
likes innovation, free-thinker,  
radical.

FACTOR Q<sub>2</sub>

Group-oriented: A "joiner" and  
sound follower, needs group  
support.

Self-sufficient: Prefers own  
decisions, resists advice, re-  
sourceful.

FACTOR Q<sub>3</sub>

Undisciplined: Follows own urges,  
weak-willed, careless of protocol.

Disciplined: Controlled,  
socially precise, compulsive,  
exacting will.

FACTOR Q<sub>4</sub>

Relaxed: Tranquil, composed,  
unfrustrated.

Tense: Frustrated, driven,  
restless, overwrought.

## Composite Scores

Anxiety Level: Tendency to worry, be tense, or emotionally unstable.

Neuroticism: Anxiety plus preoccupation with feelings, indecisive.

Subjectivism: Prone to live in world of the mind instead of objective reality.

Marital Adjustment: Ease of adaptability and flexibility in marriage,  
with mean score of 7.2 for stable wives, 7.5 for stable husbands.  
The mean score for unstable wives is 3.8 and for husbands is 3.5.

Emotionality: More emotional, empathic and slow in decision-making  
that may affect people's (or one's own) feelings.

Acting-Out Tendency: Tendency to express, vocalize, or display  
feelings, anger, and hostility rather than hold it in.

Couple Similarity: Similarity between couple's personality profiles.  
A score of 65 or less suggests high similarity in personality profiles.

Independence: Self-willed, self-governed.

Extroversion: Oriented to the external world with mind, feeling,  
and actions.

Discreetness: Tactical, judicious, keeping confidences.

Interpersonal Contact Preference: Enjoys personal contacts, successful  
in interpersonal relations, winsome, low-key persuasive.

Leadership Role Compatibility: Group leadership orientation, leader-  
ship potential.

Creative Orientation: Resourcefulness, intelligence, and produc-  
tivity combination.

On-the-job Growth Potential: Ability to learn by doing.

Attention to Detail: Careful attention and particular care to details  
rather than careless or accident prone.



Regard for Rules and Regulations: Character strength, respect for authority, disciplined.

School Achievement Potential: Combined personality, intelligence, and motivational traits that predict the ease of scholastic achievement.

Business Management Potential: Ability to manage or conduct the business aspects of a corporation, given the training.

Coefficients of Pastoral Role Pattern: Similarity to successful pastors by conference administrators empirical selections in forced-ranking situation. A score of .317 or higher indicates a high similarity with that of a successful Adventist pastor.

Ministerial Effectiveness: Possessing the combined qualities of an effective pastor, evangelist, administrator, financial manager and promoter. An all-around minister.

Pastoral effectiveness: Possessing the ability to develop strong and warm bonds of fellowship, shepherd the flock, and effectively communicate their care for the members.

Energy investment: Tendency to invest more energy and be more totally involved in their ministerial work.

Financial management: Possessing the ability to properly manage the financial program of the church and their own personal finances.

Adapted from definitions developed by Elden Chalmers, from his doctoral dissertation, "The Relationship Between Personality Characteristics and Performance in the Seventh-day Adventist Minister" (University of Tennessee, 1969), and Administrator's Manual for the 16PF (IPAT, 1979).

It would be interesting to compare the mean scores of the Adventist pastors with the means of the general population on each of the sixteen factors and on the composite and vocational scores. The 16PF scores are sten scores with a mean of 5.5 and standard deviation of 2. This will give a point of reference to show how the pastors compare with the general population. Charts one and two show the mean scores (average scores) for the Adventist pastors.

## CHART 1

MEAN SCORES FOR PERSONALITY FACTORS  
AMONG SEVENTH-DAY ADVENTIST PASTORS

16PF Factor		Mean	Standard Deviation
A	Reserved to Outgoing	5.9759	1.9756
B	Concrete to Abstract	6.9036	1.8635
C	Easily Upset to Calm	5.7711	1.9808
E	Submissive to Dominant	4.1928	1.8495
F	Sober to Happy-go-lucky	4.3434	1.6491
G	Expedient to Conscientious	6.7048	1.6620
H	Shy to Venturesome	6.2410	1.7874
I	Tough-minded to Tender- minded	6.6084	1.7313
L	Trusting to Suspicious	4.9578	1.6767
M	Practical to Imaginative	5.9578	1.7813
N	Forthright to Shrewd	6.3434	1.9161
O	Self-assured to Apprehensive	4.7831	1.5872
Q <sub>1</sub>	Conservative to Experi- menting	4.4639	1.8809
Q <sub>2</sub>	Group-orientated to Self- sufficient	6.3614	1.7046
Q <sub>3</sub>	Undisciplined to Dis- ciplined	6.5482	1.6412
Q <sub>4</sub>	Relaxed to Tense	5.3855	1.8290

## CHART 2

MEAN SCORES FOR COMPOSITE TRAITS AMONG  
SEVENTH-DAY ADVENTIST PASTORS

Trait	Mean	Standard Deviation
Anxiety Level	4.9969	1.6322
Neuroticism	6.0457	1.5803
Subjectivism	6.2138	1.5233
Marital Adjustment	8.7271	1.5872
Emotionality	5.6861	1.8535
Acting-out Tendency	4.9945	1.5277
Couple Similarity	93.0076	44.4517
Independence	5.0072	1.5325
Extroversion	4.9830	1.4386
Discreetness	6.3963	1.8673
Interpersonal Contact Preference	6.5849	1.6825
Leadership Role Compatibility	6.1276	1.5258
Creative Orientation	6.4909	1.5095
On-the-job Growth Potential	6.7222	.9038
Attention to Detail	6.5674	1.3431
Regard for Rules and Regulations	7.0017	1.5377
School Achievement Potential	7.1812	1.7388
Business Management Potential	5.5951	.6532
Ministerial Effectiveness	.2772	.2836
Pastoral Effectiveness	.2028	.1802
Energy Investment	.3004	.2969
Financial Management	.1777	.1848

The particular mean of the sample pastors can be compared with the norming population by transforming it to a Z score. Z scores are stated in standard deviation units with a mean of 0 and positive or negative signs being affixed to indicate how far above or below the mean a particular score is.

When Z scores are distributed in the normal curve model, about 68 percent of the scores will lie  $\pm 1$  of the mean and approximately 95 percent will be within  $\pm 2$  of the mean. Therefore a Z score of  $\pm 2.4$ , for example, will be obtained by less than five percent of the population.

Translated to the kind of inferential statistics displayed in charts three and four it means that there is less than a 5 percent probability that the pastors are like the norming population in the trait under consideration. This is called being significant at the .05 level. Charts three and four show the Z scores for the Adventist pastors.

Z scores in chart three are often much higher (or lower) than  $\pm 2.4$  which reflects an extremely high probability that the pastors do differ from the ordinary population. The + or - sign indicates in which direction the difference occurs.

An additional way to look at the scores for the Adventist pastors is by classifying them into categories of low, medium and high with low representing a score from one to three, medium representing a score from four to seven, and high representing a score from eight to ten. The percentage of pastors falling into each of these classifications for the 16PF factors is displayed in

charts five and six.

### CHART 3

#### PASTORS: Z SCORES FOR PERSONALITY FACTORS

Factor	<u>Z</u> Score
A Outgoing	3.1137**
B Abstract	9.0711**
C Calm	1.8760
E Dominant	-8.4134**
F Happy-go-lucky	-7.4851**
G Conscientious	7.7171**
H Venturesome	4.8934**
I Tenderminded	7.2913**
L Suspicious	-3.6169**
M Imaginative	3.0368**
N Shrewd	5.4348**
O Apprehensive	-4.6615**
Q <sub>1</sub> Experimenting	-6.7112**
Q <sub>2</sub> Self-sufficient	5.5898**
Q <sub>3</sub> Disciplined	6.7500**
Q <sub>4</sub> Tense, Driven	- .8701

\*\*Probability equal to or less than .01.

## CHART 4

Z SCORES FOR COMPOSITE TRAITS  
AMONG SEVENTH-DAY ADVENTIST PASTORS

Trait Description	<u>Z</u> Score
Anxiety level	- 3.67 **
Neuroticism	3.49 **
Subjectivism	4.78 **
Marital Adjustment	20.93 **
Emotionality	1.30
Acting-out tendency	- 3.23 **
Independence	- 3.17 **
Extroversion	- 3.36 **
Discreetness	5.82 **
Interpersonal contact preference	7.17 **
Leadership role compatibility	4.07 **
Creative orientation	6.53 **
On-the-job growth potential	7.89 **
Attention to details	6.92 **
Regard for rules and regulations	9.69 **
School achievement potential	10.92 **
Business management potential	.65

\*\*Probability equal to or less than .01.

## CHART 5

PASTORS: CLASSIFICATION  
OF PERSONALITY FACTORS

Factor		Percentage Low (1-3)	Percentage Medium (4-7)	Percentage High (8-10)
A	Outgoing	9.58	67.07	23.35
B	Abstract	2.99	58.08	38.92
C	Calm	11.98	66.47	21.56
E	Dominant	37.72	56.89	5.39
F	Happy-go-lucky	29.34	69.46	1.20
G	Conscientious	3.59	57.49	38.92
H	Venturesome	7.78	69.46	22.75
I	Tenderminded	3.59	67.66	28.74
L	Suspicious	17.37	74.25	8.38
M	Imaginative	10.78	71.26	17.96
N	Shrewd	5.99	62.28	31.74
O	Apprehensive	16.17	79.04	4.79
Q <sub>1</sub>	Experimenting	26.95	68.26	4.79
Q <sub>2</sub>	Self-sufficient	4.79	68.86	26.35
Q <sub>3</sub>	Disciplined	2.99	63.47	33.53
Q <sub>4</sub>	Tense, Driven	14.37	72.46	13.17

## CHART 6

PASTORS: CLASSIFICATION OF COMPOSITE  
SCORES AND VOCATIONAL INFERENCES

Variable Description	Percentage Low (3.3 & Below)	Percentage Medium (3.4 to 7.6)	Percentage High (7.7 & Above)
Anxiety Level	16.77	76.05	7.19
Neuroticism	4.19	78.44	17.37
Subjectivism	2.40	80.24	17.37
Marital Adjustment	.60	21.56	77.84
Emotionality	10.12	74.85	14.97
Acting-out Tendency	14.37	79.04	6.59
Independence	15.57	77.84	6.59
Extroversion	15.57	82.04	2.40
Discreetness	5.99	63.47	30.54
Interpersonal Contact Reference	2.99	68.86	28.14
Leadership Role Capability	4.79	77.84	17.37
Creative Orientation	1.81	74.25	23.95
On-the-job Growth Potential	.60	87.43	11.98
Attention to Details	3.59	72.46	23.95
Regard for Rules and Regulations	1.81	58.68	39.52
School Achievement Potential	2.40	56.29	41.32
Business Management Potential	0.00	100.00	0.00



Additional composite and coefficient scores available from the computer programming of Dr. Chalmers which did not fit the classifications of chart six are couple similarity, coefficients of ministerial and pastoral effectiveness, product energy investment, and financial management. These scores are classified in charts seven and eight by their appropriate classifications.

## CHART 7

CLASSIFICATION OF COUPLE SIMILARITY  
AMONG SEVENTH-DAY ADVENTIST PASTORS

Couple Similarity	Percentage
Low (Above 65)	70.45
High (65 and below)	29.55

## CHART 8

CLASSIFICATION OF COEFFICIENTS  
AMONG SEVENTH-DAY ADVENTIST PASTORS

Coefficients	Percentage Low (-.317 & Below)	Percentage Medium (-.316 to .316)	Percentage High (.317 & Above)
Ministerial Effectiveness	0.00	63.25	36.75
Pastoral Effectiveness	0.00	74.10	25.90
Product Energy Investment	0.00	62.65	37.35
Financial Management	0.00	77.71	22.29

Charts one to six reveal that Adventist pastors have a high degree of probability of differing from the ordinary population on almost all personality factors. In general it might be said that on the primary factors Adventist pastors tend to be more outgoing, intelligent, conscientious, venturesome, tenderminded, imaginative, shrewd, self-sufficient and disciplined than the general population. On the other hand, they are less dominant, suspicious, apprehensive and experimenting than the ordinary population.

In addition, pastors tend to score very high on marital adjustment while at the same time chart seven shows they tend to be in general quite different from their wives (dissimilar). The marital adjustment indicates the ability to flex and adapt in marriage even though their personalities are different from those of their spouses. This may have both a negative and positive element with the possibility of more marital tension while at the same time the potential for a more balanced team.

#### Personality and Church Growth

Another interesting question to ask is how these personality differences affect the growth of the church. Since the growth rates were known for each pastor over a period of 18 months, it is possible to correlate these growth figures with the pastors' personality. A stepwise multiple regression was run against these personality factors with actual and kingdom growth as the dependent variables. A multiple regression is like correlating growth with all the personality factors at once rather than one at a time. The multiple regression attempts to predict growth on the basis of a combination of

personality factors by selecting those factors which have the greatest combined effect on explaining growth rates. The stepwise method selects the variable correlating the highest with the growth rate and continues to select the next variable explaining the greatest amount of already unexplained variance. This process continues until it determines that no significant increase in predicting power will be gained by adding further variables. The result is a group of a few variables from the total personality factors which represents the best combination for explaining growth. Charts nine and ten show the results of the multiple regression for the Adventist pastors against actual and kingdom growth respectively.

## CHART 9

PERSONALITY PREDICTORS OF ACTUAL GROWTH  
AMONG SEVENTH-DAY ADVENTIST PASTORS

Stepwise Selection Number	16PF Factor	Multiple <u>R</u>	Zero-order Correlation
1	L Suspicious	.22802	.22806**
2	H Venturesome	.29077	.14068
3	A Outgoing	.31035	.13333
4	Creative Orientation	.33539	.06317

\*\*Probability equal to or less than .01.

The personality traits of suspicious and outgoing were selected on both the actual and kingdom growth runs. Suspicious was selected number one in both cases. Outgoing was selected third on the actual growth and seventh on the kingdom growth run. Other factors were

## CHART 10

PERSONALITY PREDICTORS OF KINGDOM GROWTH  
AMONG SEVENTH-DAY ADVENTIST PASTORS

Stepwise Selection Number	16PF Factor	Multiple <u>R</u>	Zero-order Correlation
1	L Suspicious	.21903	.21903**
2	E Dominant	.25109	.16045*
3	Q <sub>4</sub> Relaxed	.27424	.03817
4	O Apprehensive	.30019	.09236
5	Coefficient of Product Energy Investment	.31602	.07869
6	Coefficient of Financial Managment	.33832	-.09277
7	A Outgoing	.35705	.09368

\*Probability equal to or less than .05.

\*\*Probability equal to or less than .01.

selected from each run but mutually exclusive of each other.

In addition to the multiple regression with actual and kingdom growth as the dependent variables, a t-test was run by dividing the Adventist pastors according to their growth rates. The pastors were first divided at approximately the mean score with those having higher growth rates being placed in one group and those with lower growth rates in another. A second division was made by dividing the pastors in the upper third according to growth rate in one group and those in the lower third in another. A t-test was run on each of these two divisions on both actual and kingdom growth. The t-test is a test of groups with

two independent means giving a t-value showing the difference between the two groups on a particular variable. The greater the t-value, the greater the difference between the two groups. A significant t-value occurs when the probability of securing sample means that different from each other is less than five out of 100 if there is no real difference in the two groups (.05). The t-test can reveal if the pastors of faster growing churches had different personality scores from the pastors with slower growing churches. Charts eleven and twelve show the t-test scores for personality factors reaching .05 significance for both divisions on actual growth, and charts thirteen and fourteen show the t-test results on kingdom growth.

#### CHART 11

##### t-VALUES ON ACTUAL GROWTH BETWEEN LOWER AND UPPER HALF AMONG SEVENTH-DAY ADVENTIST PASTORS

16PF Factor	<u>t</u> -value	Probability	Mean Lowerhalf	Mean Upperhalf
E Dominant	3.00	.003	3.7955	4.6410
Independence	2.91	.004	4.6862	5.3701
Acting-out	2.87	.005	4.6795	5.3500
L Suspicious	2.57	.011	4.6477	5.3077
Discreetness	2.37	.019	4.7374	5.2636
A Outgoing	2.21	.028	5.6591	6.3333
H Venturesome	2.12	.035	5.9659	6.5513

## CHART 12

t-VALUES ON ACTUAL GROWTH  
BETWEEN LOWER AND UPPER THIRD  
AMONG SEVENTH-DAY ADVENTIST PASTORS

16PF Factor	<u>t</u> -value	Probability	Mean Lowerthird	Mean Upperthird
L Suspicious	2.53	.013	4.6071	5.4107
E Dominant	2.36	.020	3.9107	4.7143
Independence	2.30	.023	4.7218	5.3636
Acting-out	2.27	.025	4.7107	5.3357
Discreetness	2.14	.035	4.7339	5.3291

## CHART 13

t-VALUES ON KINGDOM GROWTH  
BETWEEN LOWER AND UPPER HALF  
AMONG SEVENTH-DAY ADVENTIST PASTORS

16PF Factor	<u>t</u> -value	Probability	Mean Lowerhalf	Mean Upperhalf
Subjectivism	3.04	.003	6.5576	5.8530
L Suspicious	2.67	.008	4.6235	5.3086
E Dominant	2.32	.021	3.8706	4.5309

Once again, suspicious comes out on all four t-tests with dominant also coming out high on all four tests. In addition, independence, acting-out tendency, and discreetness came out on both of the t-tests on actual growth.

## CHART 14

t-VALUES ON KINGDOM GROWTH  
BETWEEN LOWER AND UPPER THIRD  
AMONG SEVENTH-DAY ADVENTIST PASTORS

16PF Factor	<u>t</u> -value	Probability	Mean Lowerthird	Mean Upperthird
L Suspicious	3.13	.002	4.5893	5.5273
A Outgoing	2.43	.017	5.4286	6.3455
E Dominant	2.25	.027	3.8393	4.6545
Emotionality	2.22	.029	5.1303	5.9036

Thus it appears that the personality traits of suspicious and dominance in the Adventist pastor have some effect on the growth of the church. Some other traits also come out from the multiple regression and t-test runs but did not appear as prominent. It should be remembered, however, that the average Adventist pastor scored below the general population on both suspicious and dominance with a mean score of 4.1928 and 4.9578 respectively (the general population mean is 5.5). Thus although higher scores on suspicious and dominance positively affect growth, Adventist pastors in general score lower on these traits. It is not so much that pastors who are very high on these two factors are successful as that pastors who are very low are not promoting church growth. There is danger in being too submissive and trusting.

#### Personality and Other Pastoral Characteristics

Since many of the same pastors completing the 16PF test also

completed the Adventist Pastor Survey and the Pastor Morale Survey, Pearson correlation coefficients are available between these instruments. In addition, many of the church members of the pastors completing the 16PF were given the Member Survey and Pearson correlation coefficients are available between these instruments.

The Pearson correlation coefficient is a coefficient from -1.0 to 1.0 indicating a linear relationship between two variables. A score of 1.0 would indicate the greatest relationship with 0 indicating no relationship. A score of -1.0 indicates a strong relationship but in the opposite direction. The higher the Pearson coefficient, the stronger is the relationship between the variables. Charts fifteen through seventeen show the Pearson correlation coefficients reaching significance of .05 between the 16PF and the Adventist Pastor Survey, Pastor Morale Survey and Adventist Member Survey.

#### CHART 15

##### PEARSON CORRELATION COEFFICIENTS BETWEEN 16PF AND ADVENTIST PASTOR SURVEY AMONG SEVENTH-DAY ADVENTIST PASTORS

Variables Correlated	Coefficient	Probability
<b>A OUTGOING WITH:</b>		
Potential of local church for real church growth	.1565	.047
Percent of time spent with community services	.1803	.044
Skill in gaining decisions in personal visitation	.2276	.004
Effectiveness of personal visitation in gaining baptisms	.1871	.018
Effectiveness of pastor's class in gaining baptisms	.2368	.006



B ABSTRACT WITH:

Percent of membership taking classes or giving studies	-.1991	.011
Percent of time like to spend working with non-members	-.2608	.002
Percent of time spent with community services	-.2308	.010
Percent of time like to spend with community services	-.2101	.016
Percent of time would like to spend in devotions	-.2557	.002
Take lay members with you to Bible studies	-.1738	.028
Rating of work organization	-.1832	.020
Skill in gaining decisions in public meetings	-.2105	.009
Trained members continue to give Bible studies	-.1669	.042
Invested much effort in a study of local community	-.1604	.045
Growth goal of the church this year	.1608	.041
Church has evangelism council to coordinate soul-winning	.1974	.012

C CALM WITH:

Leadership style	.2213	.005
Skill in gaining decisions in personal visitations	.1794	.023
Trained members continue to give Bible studies	.1690	.039

E DOMINANT WITH:

Degree of unity	.1839	.019
Growth goal of the church this year	.2171	.006
Effectiveness of church involving new converts	.1875	.018
Percent of time spent with family	.1907	.022
Skill in gaining decisions in personal visitation	.2431	.002
Skill in conducting Bible studies	.1853	.020
Focus on church growth	.1633	.040

F HAPPY-GO-LUCKY WITH:

Percent of time spent working for non-members	-.2283	.005
Percent of time like to spend working for non-members	-.1984	.018
Percent of time spent in personal devotions	-.2153	.009
Number of years the pastor should serve	.1567	.050
Prefer well-tried or new approaches in church growth	.1710	.032

G CONSCIENTIOUS WITH:

Effectiveness of church involving new converts	.1584	.045
Length of instruction before baptisms	.1946	.013
Percent of time like to spend in administration	.1713	.046
Percent of time like to spend working for non-members	.1768	.036
Percent of time spent with community services	.1935	.031
Percent of time like to spend in personal devotions	.2017	.018
Percent of time like to spend with family	.1735	.039
Work organization	.2197	.005
Skill in getting people to take Bible studies	.2000	.012
Skill in conducting Bible studies	.1996	.012
Effectiveness of pastor's studies in gaining baptisms	.1570	.049

H VENTURESOME WITH:

Effectiveness of church involving new converts	.1810	.022
Skill in gaining decisions in personal visitation	.2553	.001
Skill in getting people to take Bible studies	.1944	.015
Trained members continue to give Bible studies	.1827	.026
Effectiveness of health ministries in gaining baptisms	.1651	.047
Focus on church growth	.1962	.013

I TENDERMINDED WITH:

Attractiveness of church plant	.1572	.047
Use of church for community activities	.1807	.022
Percent of time spent in ministry to members	.1647	.046
Percent of time spent with family	-.1737	.037
Effectiveness of church school in gaining baptisms	.1748	.038
Church membership	.1629	.038

L SUSPICIOUS WITH:

Degree of unity	.1983	.011
Baptismal goal of the church this year	.2245	.004
Leadership style	-.1940	.015
Baptisms	.2632	.001

M IMAGINATIVE WITH:

Socioeconomic status of membership	.1979	.012
Percent of time like to spend in administration	-.2588	.002
Percent of time spent in personal devotions	-.2221	.007
Percent of time like to spend in personal devotions	-.2586	.002
Work intensity	.2045	.010
Number of evangelistic series held in church area	-.1590	.043
Effectiveness of pastor's class in gaining baptisms	-.1831	.036
Focus on church growth	-.1794	.024

N SHREWD WITH:

Number of years the pastor should serve	-.2147	.007
Trained members continue to give Bible studies	-.1802	.028

O APPREHENSIVE WITH:

Skill in gaining decisions in personal visitation	-.1718	.030
---	--------	------

Q<sub>1</sub> EXPERIMENTING WITH:

Type of neighborhood of church plant	.1603	.044
Percent of time like to spend working for non-members	-.2033	.016
Number of years the pastor should serve	.1755	.028
Leadership style	.1647	.039
Effectiveness of evangelistic meetings in gaining baptisms	-.1716	.031

Q<sub>2</sub> SELF-SUFFICIENT WITH:

Percent of membership taking classes or giving studies	-.2423	.002
Percent of time spent in ministry to members	-.2055	.012
Percent of time spent with family	.2204	.008
Number of hours per week in sermon preparation	-.2035	.010
Take lay members on Bible studies for training	-.1573	.047
Skill in gaining decisions in public meetings	-.1795	.027
Number of evangelistic series held in church area	-.1709	.030
Church has written objectives	.1988	.012

	Church has planned methods to reach objectives	.2356	.003
	Focus on church growth	-.1777	.025
Q <sub>3</sub>	<u>DISCIPLINED WITH:</u>		
	Effectiveness of church involving new converts	.1636	.039
	Length of instruction before baptisms	.2039	.009
	Work organization	.1853	.019
	Skill in training lay members in soul winning	.1752	.028
	Skill in getting people to take Bible studies	.1846	.021
	Church has planned methods to reach objectives	-.1670	.038
Q <sub>4</sub>	<u>TENSE, DRIVEN WITH:</u>		
	Skill in gaining decisions in personal visitation	-.1617	.041
	Effectiveness of pastor's studies in gaining baptisms	-.1895	.017
	Percent of membership meeting in small groups	-.1556	.048
	<u>ANXIETY WITH:</u>		
	Skill in gaining decisions in personal visitation	-.1841	.020
	<u>NEUROTICISM WITH:</u>		
	Potential of local church for real church growth	-.2033	.009
	Effectiveness of church involving new converts	-.1578	.046
	Percent of time like to spend working for non-members	.1748	.038
	Percent of time spent in personal devotions	.1953	.018
	Leadership style	-.1818	.022
	Skill in gaining decisions in personal visitation	-.1792	.023
	<u>SUBJECTIVISM WITH:</u>		
	Socioeconomic status of membership	.1636	.039
	Degree of unity	-.1951	.013
	Effectiveness of personal visitation in gaining baptisms	-.1852	.019
	Effectiveness of lay Bible studies in gaining baptisms	-.1655	.039
	Effectiveness of pastor's class in gaining baptisms	-.2160	.013

Focus on church growth	-.1856	.020
Baptisms	-.1729	.028
Baptismal goal of the church this year	-.1968	.012
Growth goal of the church this year	-.1967	.012
Percent of time like to spend in administration	-.1761	.040
Percent of time like to spend working for non-members	-.1725	.041
Percent of time like to spend in personal devotions	-.1906	.025
Percent of membership taking classes or giving studies	-.1992	.011

MARITAL ADJUSTMENT WITH:

Degree of unity	-.1580	.045
Growth goal of the church this year	-.1767	.024

EMOTIONALITY WITH:

Percent of time spent in administration	.1691	.040
Percent of time spent working for non-members	.1632	.046
Percent of time spent with community services	.3174	.001
Percent of time like to spend with community services	.2485	.004
Percent of time spent in personal devotions	.1858	.024
Take lay members with you to Bible studies	.1855	.019
Work organization	.1786	.024
Skill in gaining decision in personal visitation	.1614	.041
Skill in training lay members in soul-winning	.1703	.033
Skill in getting people to take Bible studies	.1761	.027
Effectiveness of pastor's class in gaining baptisms	.2299	.010
Church membership	.1567	.046

ACTING-OUT TENDENCY WITH:

Percent of time like to spend working for non-members	-.1812	.032
Skill in gaining decisions in personal visitation	.1863	.018
Skill in conducting Bible studies	.1791	.025

COUPLE SIMILARITY WITH:

Average educational level of membership	-.2143	.015
Degree of unity	-.1847	.036
Completeness of ministry for all age groups	-.1830	.039

Amount of effort invested in study of community	-.3373	.001
Number of evangelistic series held in church area	-.2340	.008
Effectiveness of evangelistic meetings in gaining baptisms	-.2152	.015
Focus on church growth	-.1864	.036
Prefer well-tried or new approaches in church growth	.1936	.029

INDEPENDENCE WITH:

Percent of time like to spend working for non-members	-.1843	.030
Skill in gaining decisions in personal visitation	.1826	.021
Skill in conducting Bible studies	.1732	.031

EXTROVERSION WITH:

Potential of local church for real church growth	.2246	.004
Percent of membership taking classes or studies	.2247	.004
Growth goal of the church this year	.1609	.041
Effectiveness of church involving new converts	.2003	.011
Percent of time spent working for non-members	-.1731	.035
Number of years the pastor should serve	.1648	.040
Leadership style	.1752	.028
Work intensity	.1769	.027
Skill in gaining decisions in personal visitation	.2611	.001
Trained members continue to give Bible studies	.1694	.040
Focus on church growth	.1721	.031

DISCREETNESS WITH:

Socioeconomic status of membership	-.1564	.048
Percent of time spent working for non-members	.1733	.034
Percent of time like to spend with family	.1727	.040
Number of years the pastor should serve	-.2249	.005

INTERPERSONAL CONTACT PREFERENCE WITH:

Use of church for community activities	.1551	.050
Length of instruction before baptism	.1629	.039
Number of years the pastor should serve	-.1634	.041

LEADERSHIP ROLE COMPATIBILITY WITH:

Potential of local church for real church growth	.1735	.027
Effectiveness of church involving new converts	.2126	.007
Length of instruction before baptism	.1750	.026
Skill in gaining decisions in personal visitation	.2251	.004
Skill in getting people to take Bible studies	.1904	.017

CREATIVE ORIENTATION WITH:

Percent of membership taking classes or giving studies	-.2459	.002
Number of hours per week in sermon preparation	-.1652	.037
Extent your wife is employed outside the home	-.1643	.045

ON-THE-JOB GROWTH POTENTIAL WITH:

Number of years the pastor should serve	-.1702	.033
Effectiveness of health ministries in gaining baptisms	.1640	.049
Effectiveness of radio and TV in gaining baptisms	.1678	.045

ATTENTION TO DETAIL WITH:

Effectiveness of church involving new converts	.1805	.022
Length of instruction before baptism	.2082	.008
Work organization	.2039	.010
Skill in training lay members in soul-winning	.1584	.048
Skill in getting people to take Bible studies	.2111	.008
Effectiveness of pastor's studies in gaining baptisms	.1898	.017
Uses conference or local plans for evangelism	-.1636	.043

REGARD FOR RULES AND REGULATIONS WITH:

Effectiveness of church involving new converts	.1768	.025
Length of instruction before baptism	.2299	.003
Percent of time like to spend working for non-members	.1965	.020
Percent of time spent with community services	.2175	.015
Percent of time like to spend in personal devotions	.2012	.018

Percent of time like to spend with family	.1911	.023
Number of years the pastor should serve	-.1573	.049
Work organization	.2751	.001
Skill in training lay members in soul-winning	.1725	.031
Skill in getting people to take Bible studies	.2279	.004
Skill in conducting Bible studies	.1617	.043
Effectiveness of pastor's studies in gaining baptisms	.1722	.031
Effectiveness of radio and TV in gaining baptisms	.1657	.048

SCHOOL ACHIEVEMENT POTENTIAL WITH:

Percent of membership taking classes or giving studies	-.1644	.034
Percent of time spent with family	.1721	.038
Number of hours per week in sermon preparation	-.1818	.021
Skill in gaining decisions in public meetings	-.1738	.033

BUSINESS MANAGEMENT POTENTIAL WITH:

Percent of membership taking classes or giving studies	-.1635	.038
Percent of time like to spend in administration	-.1869	.029
Percent of time spent in personal devotions	-.2268	.006
Work organization	-.2157	.006
Skill in gaining decisions in public meetings	-.1795	.027
Trained members continue to give Bible studies	-.2087	.011
Number of evangelistic series held in church area	-.1742	.027
Effectiveness of evangelistic meetings in gaining baptisms	-.1680	.035

MINISTERIAL EFFECTIVENESS WITH:

Effectiveness of literature evangelist in gaining baptisms	.1654	.049
Effectiveness of correspondence lessons in gaining baptisms	.1620	.047
Percent of membership engaged in personal outreach	.1546	.050

PASTORAL EFFECTIVENESS WITH:

Percent of time spent with family	-.1881	.023
-----------------------------------	--------	------



FINANCIAL MANAGEMENT WITH:

Percent of time spent with family	-.2239	.007
-----------------------------------	--------	------

## CHART 16

PEARSON CORRELATION COEFFICIENTS  
BETWEEN 16PF AND PASTOR MORALE SURVEY  
AMONG SEVENTH-DAY ADVENTIST PASTORS

Variables Correlated	Coefficient	Probability
<u>A OUTGOING WITH:</u>		
I would welcome a continuing-education program	.1916	.015
I really enjoy being a pastor	.2354	.003
Sometimes I feel I'd like to leave the ministry	-.2188	.006
<u>B ABSTRACT WITH:</u>		
I really enjoy being a pastor	-.1614	.041
My wife and I have talked of transfer to another ministry	.1600	.045
Sometimes I feel loneliness and isolation in ministry	.1548	.049
My wife and I often counsel together in ministry	-.2075	.009
My wife and I have a very open relationship	-.2213	.005
My wife encourages and supports me in ministry	-.2292	.004
My wife and I are fully agreed that God wants us in ministry	-.2807	.001
Pastor morale score	-.1947	.013
Pastor-wife score	-.2614	.001
<u>C CALM WITH:</u>		
I really enjoy being a pastor	.1585	.045
I believe I am a successful pastor	.1614	.041
I feel concern I may not meet approval of the conference	-.2288	.004
Sometimes I feel I'd like to leave the ministry	-.3015	.001
My wife and I have talked of transfer to another ministry	-.1561	.050
A counselor with no ties to the conference would be good	-.2209	.005

Sometimes I feel loneliness and isolation in ministry	-.2456	.002
I am disturbed by fault-finding and criticism	-.2822	.001
Pastor morale score	.2986	.001
<b>E <u>DOMINANT WITH:</u></b>		
We have regular family worship in our home	-.1989	.012
I really enjoy being a pastor	.1630	.039
I believe I am a successful pastor	.3100	.001
I hope to go into an administrative position, etc.	.1568	.049
<b>F <u>HAPPY-GO-LUCKY WITH:</u></b>		
A counselor with no ties to the conference would be good	.2249	.004
My wife and I are fully agreed that God wants us in ministry	-.1734	.030
<b>G <u>CONSCIENTIOUS WITH:</u></b>		
My personal devotional life is satisfying	.2026	.010
I have an effective program for my professional growth	.1755	.027
Internal theological challenges cause me to question	-.1768	.024
I feel concern that I may not meet the approval of the conference	-.1737	.025
Pastor morale score	.1557	.048
<b>H <u>VENTURESOME WITH:</u></b>		
I have an effective program for my professional growth	.1573	.048
I feel very comfortable in one-to-one witnessing	.1991	.011
I really enjoy being a pastor	.2504	.001
I believe I am a successful pastor	.2900	.001
I feel concern I may not meet approval of the conference	-.2101	.008
Sometimes I feel I'd like to leave the ministry	-.2177	.006
Pastor morale score	.2281	.004
<b>I <u>TENDERMINDED WITH:</u></b>		
I would welcome a continuing-education program	.1726	.028
Internal theological challenges cause me to question	.1764	.025

M IMAGINATIVE WITH:

Internal theological challenges cause me to question	.1805	.022
I regularly take time for my wife and children	-.2030	.010

N SHREWD WITH:

I really enjoy being a pastor	-.1917	.015
I believe I am a successful pastor	-.1649	.037
My wife and I have a very open relationship	-.1923	.015

O APPREHENSIVE WITH:

I really enjoy being a pastor	-.2572	.001
I believe I am a successful pastor	-.1968	.012
I feel concern I may not meet approval of the conference	.1761	.026
Sometimes I feel I'd like to leave the ministry	.2187	.006
My wife and I have talked of transfer to another ministry	.2594	.001
A counselor with no ties to the conference would be good	.1648	.036
Sometimes I feel loneliness and isolation in the ministry	.3075	.001
I am disturbed by fault-finding and criticism	.2643	.001
Pastor morale score	-.3635	.001

Q<sub>1</sub> EXPERIMENTING WITH:

We have regular family worship in our home	-.1600	.043
--	--------	------

Q<sub>2</sub> SELF-SUFFICIENT WITH:

My wife and I often counsel together in ministry	-.1629	.040
My wife encourages and supports me in ministry	-.1676	.035

Q<sub>3</sub> DISCIPLINED WITH:

My personal devotional life is satisfying	.1950	.013
I have an effective program for my professional growth	.1684	.034
Internal theological challenges cause me to question	-.1805	.022
Sometimes I feel I'd like to leave the ministry	-.2275	.004
A counselor with no ties to the conference would be good	-.1678	.033

Sometimes I feel loneliness and isolation in ministry	-.1848	.019
I am disturbed by fault-finding and criticism	-.1627	.039
Pastor morale score	.1825	.020

Q<sub>4</sub> TENSE WITH:

I feel concern that I may not meet the approval of the conference	.2792	.001
Sometimes I feel I'd like to leave the ministry	.2786	.001
My wife and I have talked of transfer to another ministry	.1634	.040
A counselor with no ties to the conference would be good	.1833	.020
Sometimes I feel loneliness and isolation in ministry	.3212	.001
I am disturbed by fault-finding and criticism	.2420	.002
My wife and I always confer before a major decision	-.1725	.030
Pastor morale score	-.3333	.001

ANXIETY WITH:

My personal devotional life is satisfying	-.1575	.046
I really enjoy pastoring	-.1800	.022
I believe I am a successful pastor	-.1766	.025
I feel concern I may not meet approval of the conference	.2569	.001
Sometimes I feel I'd like to leave the ministry	.3155	.001
My wife and I have talked of transfer to another ministry	.1917	.016
A counselor with no ties to the conference would be good	.2211	.005
Sometimes I feel loneliness and isolation in ministry	.3205	.001
I am disturbed by fault-finding and criticism	.3027	.001
Pastor morale score	-.3645	.001

NEUROTICISM WITH:

I feel very comfortable in one-to-one witnessing	-.1817	.021
I really enjoy being a pastor	-.2169	.006
I believe I am a successful pastor	-.1869	.018
I feel concern that I may not meet the approval of the conference	.1978	.012
Sometimes I feel I'd like to leave the ministry	.2191	.006

Sometimes I feel loneliness and isolation in the ministry	.2253	.004
I am disturbed by fault-finding and criticism	.2209	.005

SUBJECTIVISM WITH:

Internal theological challenges cause me to question	.2677	.001
I really enjoy being a pastor	-.2216	.005

MARITAL ADJUSTMENT WITH:

My wife and I often counsel together in ministry	-.2105	.008
--	--------	------

EMOTIONALITY WITH:

I would welcome a continuing education program	.2173	.005
--	-------	------

ACTING-OUT TENDENCY WITH:

We have regular family worship in our home	-.1783	.024
I believe I am a successful pastor	.2632	.001

COUPLE SIMILARITY WITH:

My personal devotional life is satisfying	-.1952	.027
I feel concern I may not meet the approval of the conference	.1947	.028

INDEPENDENCE WITH:

We have regular family worship in our home	-.1804	.023
I believe I am a successful pastor	.2614	.001

EXTROVERSION WITH:

I feel very comfortable in one-to-one witnessing	.1584	.045
I really enjoy being a pastor	.2824	.001
I believe I am a successful pastor	.2237	.004

DISCREETNESS WITH:

I really enjoy being a pastor	-.1953	.013
I believe I am a successful pastor	-.1547	.050
My wife and I have a very open relationship	-.1849	.020

INTERPERSONAL CONTACT PREFERENCE WITH:

We have regular family worship in our home	.1736	.028
--	-------	------

I really enjoy being a pastor	.1888	.016
Sometimes I feel I'd like to leave the ministry	-.3210	.001
My wife and I have talked of transfer to another ministry	-.1982	.013
Sometimes I feel loneliness and isolation in the ministry	-.2028	.010
I am disturbed by fault-finding and criticism	-.2250	.004
Pastor morale score	.2655	.001

LEADERSHIP ROLE COMPATIBILITY WITH:

My personal devotional life is satisfying	.1770	.025
Internal theological challenges cause me to question	-.2170	.006
I really enjoy being a pastor	.2603	.001
I believe I am a successful pastor	.2424	.002
I feel concern that I may not meet the approval of the conference	-.2448	.002
Sometimes I feel I'd like to leave the ministry	-.2762	.001
A counselor with no ties to the conference would be good	-.1595	.043
Sometimes I feel loneliness and isolation in ministry	-.2064	.008
I am disturbed by fault-finding and criticism	-.2097	.007
Pastor morale score	.3089	.001

CREATIVE ORIENTATION WITH:

Internal theological challenges cause me to question	.1748	.026
I really enjoy being a pastor	-.1679	.013

ON-THE-JOB GROWTH POTENTIAL WITH:

My personal devotional life is satisfying	.2087	.008
I have an effective program for my professional growth	.1660	.037
A counselor with no ties to the conference would be good	-.1938	.013

ATTENTION TO DETAIL WITH:

My personal devotional life is satisfying	.2422	.002
Internal theological challenges cause me to question	-.2073	.008
I really enjoy being a pastor	.1679	.033
I believe I am a successful pastor	.1554	.049

I feel concern I may not meet approval of the conference	-.2785	.001
Sometimes I feel I'd like to leave the ministry	-.2906	.001
My wife and I have talked of transfer to another ministry	-.2189	.006
A counselor with no ties to the conference would be good	-.2615	.001
Sometimes I feel loneliness and isolation in ministry	-.3020	.001
I am disturbed by fault-finding and criticism	-.2602	.001
Pastor morale score	.3507	.001

REGARD FOR RULES AND REGULATIONS WITH:

My personal devotional life is satisfying	.2122	.007
I have an effective program for my professional growth	.1902	.016
Internal theological challenges cause me to question	-.1996	.011
I feel concern I may not meet the approval of the conference	-.1980	.012
Sometimes I feel I'd like to leave the ministry	-.1643	.038
A counselor with no ties to the conference would be good	-.1571	.046
Sometimes I feel loneliness and isolation in ministry	-.1745	.026
My wife and I often counsel together in ministry	.1602	.044
Pastor morale score	.1925	.014

SCHOOL ACHIEVEMENT POTENTIAL WITH:

My personal devotional life is satisfying	.1625	.039
---	-------	------

BUSINESS MANAGEMENT POTENTIAL WITH:

My wife and I have a very open relationship	-.2085	.008
---	--------	------

COEFFICIENT OF MINISTERIAL EFFECTIVENESS WITH:

I have an effective program for my professional growth	-.1567	.049
I feel very comfortable in one-to-one witnessing	.1646	.036

COEFFICIENT OF PASTORAL EFFECTIVENESS WITH:

I feel concern that I may not meet the approval of the conference	-.1633	.040
---	--------	------

COEFFICIENT OF PRODUCTIVE ENERGY INVESTMENT WITH:

I have an effective program for my professional growth	-.1831	.021
I feel very comfortable in one-to-one witnessing	.1646	.036

ACTUAL GROWTH WITH:

Internal theological challenges cause me to question	-.1755	.025
I really enjoy being a pastor	.1891	.016
I feel concern that I may not meet the approval of the conference	-.2184	.006
A counselor with no ties to the conference would be good	-.2211	.005

KINGDOM GROWTH WITH:

Internal theological challenges cause me to question	-.1840	.019
--	--------	------

## CHART 17

PEARSON CORRELATION COEFFICIENTS  
BETWEEN 16PF AND ADVENTIST MEMBER SURVEY  
AMONG SEVENTH-DAY ADVENTIST PASTORS

Variables Correlated	Coefficient	Probability
<u>A OUTGOING WITH:</u>		
Set a personal soul-winning goal this year	-.2183	.013
<u>B ABSTRACT WITH:</u>		
Engaged in some type of witnessing program this year	.2064	.019
Number of years attended Adventist schools	.1746	.048
Set a personal soul-winning goal this year	.2139	.015
Held Bible studies with a non-Adventist this year	.2601	.003
Daily personal Bible study	-.2064	.019
Regular study of Ellen White books	-.2100	.017
Concern for those who have not accepted Christ	-.2015	.022
Witnessing in everyday activities	-.1745	.048



E DOMINANT WITH:

Daily family worship	-.2098	.017
----------------------	--------	------

F HAPPY-GO-LUCKY WITH:

Concern for those who have not accepted Christ	-.2125	.016
Witnessing in everyday activities	-.1981	.024

G CONSCIENTIOUS WITH:

Number of years attended Adventist schools	-.1806	.041
Working to win non-Adventist relatives	-.2188	.013
Emphasis your pastor places on soul-winning	.2197	.012
Pastor's sermons build faith	.1932	.028
Pastor's sermons are Christ centered	.2784	.001
Pastor's sermons are helpful	.2263	.010
Overall evaluation of your pastor	.2045	.020

H VENTURESOME WITH:

Regular study of Ellen White books	-.1954	.027
Concern for those who have not accepted Christ	-.2649	.002

I TENDERMINDED WITH:

Number of years attended Adventist schools	.1737	.049
---	-------	------

L SUSPICIOUS WITH:

Feel about money the conference spends on evangelism	.1774	.044
---	-------	------

M IMAGINATIVE WITH:

Was at least one of your parents Adventist	-.2205	.012
Number of years attended Adventist schools	.2149	.014
Number of non-Adventist friends	-.1797	.042
Feel about money the conference spends on evangelism	-.2196	.012
Preparation for the work of witnessing	-.2038	.021
Prefer gradual or explosive growth	-.1878	.033
Set a personal soul-winning goal this year	.1761	.046
Held Bible studies with a non- Adventist this year	.2100	.017
Meet regularly with a small study or fellowship group	-.1793	.042

N SHREWD WITH:

Certainty of spiritual gifts	-.2008	.022
Yearly family income	-.2707	.002

O APPREHENSIVE WITH:

Length of time of a baptized Adventist	.2055	.019
Soul-winning church	-.2005	.023
Number of people responsible for brining into church	-.1771	.045

Q<sub>1</sub> EXPERIMENTING WITH:

Preparation for the work of witnessing	-.1876	.033
Held Bible studies with a non-Adventist this year	.1722	.051

Q<sub>2</sub> SELF-SUFFICIENT WITH:

Meet regularly with a small study or fellowship group	-.1754	.047
---	--------	------

Q<sub>3</sub> DISCIPLINED WITH:

Was at least one of your parents Adventist	.2227	.011
Number of years attended Adventist schools	-.1921	.029
Working to win non-Adventist relatives	-.2131	.015
Meet regularly with a small study or fellowship group	.1948	.027
Emphasis your pastor places on ministry to members	.2034	.021
Emphasis your pastor places on soul-winning	.2048	.020
Number of people responsible for bringing into church	.1894	.032
Pastor's sermons are helpful	.1774	.044
Overall evaluation of your pastor	.1986	.024

SUBJECTIVISM WITH:

Was at least one of your parents Adventist	-.2789	.001
Number of years attended Adventist schools	.2705	.002
Feel about money the conference spends on evangelism	-.2259	.010
Preparation for the work of witnessing	-.2338	.008
Set a personal soul-winning goal this year	.2286	.009
Held Bible studies with a non-Adventist this year	.2222	.011

Daily personal Bible study	-.2029	.021
Yearly family income	.1738	.049

MARITAL ADJUSTMENT WITH:

Preparation for the work of witnessing	-.1980	.025
Daily personal Bible study	-.1947	.027
Concern for those who have not accepted Christ	-.2384	.007
Witnessing in everyday activities	-.2538	.004

EMOTIONALITY WITH:

Feel about money the conference spends on evangelism	.1787	.043
Engaged in some type of witnessing program this year	-.2030	.021
Set a personal soul-winning goal this year	-.2697	.002
Emphasis your pastor places on soul-winning	.2006	.023

ACTING-OUT TENDENCY WITH:

Daily family worship	-.2139	.015
Pastor's sermons build faith	-.1832	.038

COUPLE SIMILARITY WITH:

Certainty of spiritual gifts	-.2516	.009
Daily family worship	-.1948	.044
Overall evaluation of your pastor	-.2075	.032

INDEPENDENCE WITH:

Daily family worship	-.2131	.016
Pastor's sermons build faith	-.1960	.027
Pastor's sermons are Christ centered	-.1725	.051

EXTROVERSION WITH:

Concern for those who have not accepted Christ	-.2128	.015
--	--------	------

DISCREETNESS WITH:

Certainty of spiritual gifts	-.1781	.043
Yearly family income	-.3092	.001

INTERPERSONAL CONTACT PREFERENCE WITH:

Regular study of Ellen White books	-.1909	.030
------------------------------------	--------	------

CREATIVE ORIENTATION WITH:

Preparation for the work of witnessing	-.1754	.047
Hold a church office or other service position	.2049	.020

Set a personal soul-winning goal this year	.1913	.030
Involved in community outreach services	.1775	.044
Held Bible studies with a non- Adventist this year	.1985	.024

ON-THE-JOB GROWTH POTENTIAL WITH:

Hold a church office or other service position	.2029	.021
Working to win non-Adventist relatives	-.1737	.049

ATTENTION TO DETAIL WITH:

Number of years attended Adventist schools	-.2251	.010
Working to win non-Adventist relatives	-.1771	.045
Meet regularly with a small study or fellowship group	.2189	.013

REGARD FOR RULES AND REGULATIONS WITH:

Was at least one of your parents Adventist	.1913	.030
Number of years attended Adventist schools	-.2431	.006
Working to win non-Adventist relatives	-.2272	.010
Emphasis your pastor places on ministry to members	.2218	.012
Emphasis your pastor places on soul- winning	.2619	.003
Number of people responsible for bringing into church	.1847	.036
Pastor's sermons build faith	.2179	.013
Pastor's sermons are Christ-centered	.2652	.002
Pastor's sermons are helpful	.2603	.003
Overall evaluation of your pastor	.2483	.005

BUSINESS MANAGEMENT POTENTIAL WITH:

Feel about money the conference spends on evangelism	-.2051	.020
Preparation for the work of witnessing	-.1935	.028
Held Bible studies with a non- Adventist this year	.2105	.017
Meet regularly with a small study or fellowship group	-.2884	.001

MINISTERIAL EFFECTIVENESS WITH:

Length of time as a baptized Adventist	-.1757	.046
--	--------	------

PASTORAL EFFECTIVENESS WITH:

Involved in community outreach services	-.1878	.033
---	--------	------

The correlation charts between the 16PF and other survey instruments contain a great deal of information for study and reflection. Some general patterns emerge, however, which can be identified and pointed out. These are merely generalities and the charts are given for further details.

The correlations between the 16PF and the Pastor Morale Survey show that pastor morale is correlated with personality. Items on the Morale Survey are quite consistent in correlating either positively or negatively with any given personality trait. For example, the pastor who leans toward the abstract personality trait tends to have lower morale than the pastor who leans toward the more concrete personality. This allows the formation of a tentative profile of the Adventist pastor with higher morale (i.e., enjoys pastoring, believes he is a successful pastor, doesn't want to leave the ministry or hasn't talked of transfer to another type of ministry and so on). The Adventist pastor with higher morale tends to be more outgoing, concrete, calm, dominant, conscientious, venturesome, self-assured, disciplined and relaxed, scores higher on extroversion, interpersonal contact preference, leadership role compatibility, attention to details, regard for rules and regulations, and lower on anxiety and neuroticism than the Adventist pastor with lower morale.

Certain questions from the Member Survey related directly to the pastor and showed up on the correlations between the 16PF and the Member Survey. These questions asked the members to rate the pastor's sermons on the basis of build faith, Christ-centered, and helpful, as well as an overall evaluation of the pastor. The

significant personality traits which correlated with these questions showed that the pastors who were rated higher by their congregations tended to be more conscientious, disciplined, independent, have a higher regard for rules and regulations, and lower acting-out tendency.

The correlations between the 16PF and the Pastor Survey were numerous and showed up with most of the personality traits. No overall pattern emerged but the chart is given for study and examination. However, some traits such as outgoing, dominant, conscientious, venturesome, disciplined, emotionality, extroversion, attention to details, and regard for rules and regulations were more likely to be positively correlated with items on the Pastor Survey while other traits such as abstract, imaginative, self-sufficient, subjectivism, and business management potential were more likely to be negatively correlated with these items. Once again, these correlations charts are given for further study and reflection.

#### Pastors' Wives

As mentioned in the methodology section, 133 wives of the pastors included in this study also completed the 16PF. Most of these also completed "The Pastor's Spouse as Wife and Person" and "Church Growth Survey: The Adventist Pastor's Wife". Thus it is possible to do a similar analysis for the wives of pastors as has been done for the men.

John D. Watts elected to do this analysis as a portion of his Project Report for the doctor of ministry degree entitled, "A

Proposed Psycho-Social Support System for Ministers' Wives of the Seventh-day Adventist Church in North America". The Institute of Church Ministry furnished him with the data for the analysis. A copy of this analysis plus the recommended system which grew out of it will be supplied to the North American Division office as a supplement to this research report.

### Summary and Conclusions

This paper has reported on a study of 166 pastors in the North American Division of Seventh-day Adventists. Each pastor completed the Sixteen Personality Factor Questionnaire (16PF), "The Pastor as Person and Husband", and the "Church Growth Survey: The Adventist Pastor". In 129 of the cases, members of the churches which the respondents pastored completed a survey which included, among other things, a rating of their pastor on various behaviors.

The means of the pastors on each of the sixteen primary factors of the 16PF as well as on a number of secondary or composite traits were compared with those of the general population. Adventist pastors differed significantly from the population on nearly every one of the primary and secondary factors. The pastors tend to be more outgoing, abstract in thinking, conscientious, venturesome, tenderminded, imaginative, shrewd, self-sufficient, and disciplined than the large population. They are also higher in interpersonal contact preference, on-the-job growth potential, attention to details, regard for rules and regulations, and school achievement potential. On the other hand, they are less dominant, happy-go-lucky, suspicious, apprehensive, experimenting, anxious, and independent than the general

population.

While more than two-thirds of the pastors are quite dissimilar from their wives, yet over three-fourths are high on marital adjustment revealing a flexibility, tolerance, and ability to adapt that is out of the ordinary.

The personality of pastors does not seem to be highly related to the growth of their churches although some significant relationships were discovered. Pastors of growing churches are more likely to be suspicious, dominant, and independent than pastors of non-growing churches although as a group Adventist pastors tend to be lower on these traits than the general population. The pastor in a growing church is also more likely to be outgoing, venturesome, discreet, emotional, and have an acting-out tendency.

All of the items on the 16PF were correlated with the pastor morale scale and the pastor-wife relationship scale as well as with a number of other items. Pastoral morale was found to be significantly correlated with age, concrete thinking, calmness, dominance, conscientiousness, venturesomeness, self-assuredness, being disciplined, being relaxed, having less anxiety, extroversion, interpersonal contact preference, leadership role compatibility, and attention to detail.

The pastor-wife relationship scale was found to be significantly but negatively correlated with abstract thinking and positively correlated with age.

There were many correlations between the 16PF and items on the Church Growth Survey: The Adventist Pastor but no patterns emerged. Correlations on the Church Growth Survey: The Adventist Member lead to the conclusion that certain pastors were more likely to receive



a higher overall evaluation from their members and also to have their sermons rated as more faith-building, Christ-centered, and helpful. These were the pastors who tended to be more conscientious, disciplined, independent, have a higher regard for rules and regulations, and have a lower acting-out tendency.

The present study provides a rich field for understanding the Seventh-day Adventist pastor and the relationship of his personality to effectiveness in ministry.

## APPENDIX A

### PRIMARY FACTORS OF THE 16PF

The definitions and interpretations of the factors, as given below, are short, non-technical, and, of course, less exact than the more intensive discussions available in the *Handbook* and elsewhere (see Karson, S., & O'Dell, J. W., *A Guide to the Clinical Use of*

*the 16 PF. IPAT*, 1976). Furthermore, the large number of profiles given in the *Handbook* for well-defined occupational and clinical groups provides the psychologist with additional insights into the meaning and operation of the factors.

## Capsule Descriptions of the 16 Primary Personality Factors

*Low Score Direction*

### FACTOR A

*High Score Direction*

*Reserved*, Detached, Critical, Cool,  
Impersonal  
(Sizothymia)

vs.

*Warmhearted*, Outgoing, Participating,  
Interested in People, Easy-going  
(Affectothymia)

People who score low (sten of 1 to 3) on Factor A tend to be stiff, cool, skeptical, and aloof. They like things rather than people, working alone, and avoiding compromises of viewpoints. They are likely to be precise and "rigid" in their way of doing things and in their personal standards. In many occupations these are desirable traits. They may tend, at times, to be critical, obstructive, or hard.

People who score high (sten of 8 to 10) on Factor A tend to be goodnatured, easy-going, emotionally expressive, ready to cooperate, attentive to people, softhearted, kindly, adaptable. They like occupations dealing with people and socially impressive situations, and they readily form active groups. They are generous in personal relations, less afraid of criticism, better able to remember names of people.

### FACTOR B

*Less Intelligent*, Concrete-thinking  
(Lower scholastic mental capacity)

vs.

*More Intelligent*, Abstract-thinking, Bright  
(Higher scholastic mental capacity)

The person scoring low on Factor B tends to be slow to learn and grasp, dull, given to concrete and literal interpretation. This dullness may be simply a reflection of low intelligence, or it may represent poor functioning due to psychopathology.

The person who scores high on Factor B tends to be quick to grasp ideas, a fast learner, intelligent. There is some correlation with level of culture, and some with alertness. High scores contraindicate deterioration of mental functions in pathological conditions.

## FACTOR C

*Affected by Feelings, Emotionally Less  
Stable, Easily Upset, Changeable*  
(Lower ego strength)

vs.

*Emotionally Stable, Mature, Faces Reality,  
Calm, Patient*  
(Higher ego strength)

The person who scores low on Factor C tends to be low in frustration tolerance for unsatisfactory conditions, changeable and plastic, evading necessary reality demands, neurotically fatigued, fretful, easily annoyed and emotional, active in dissatisfaction, having neurotic symptoms (phobias, sleep disturbances, psychosomatic complaints, etc.). Low Factor C score is common to almost all forms of neurotic and some psychotic disorders.

The person who scores high on Factor C tends to be emotionally mature, stable, realistic about life, unruffled, possessing ego strength, better able to maintain solid group morale. This person may be making a resigned adjustment\* to unsolved emotional problems.

\*Shrewd clinical observers have pointed out that a good C level sometimes enables a person to achieve effective adjustment despite an underlying psychotic potential.

## FACTOR E

*Humble, Mild, Accommodating,  
Easily Led, Conforming*  
(Submissiveness)

vs.

*Assertive, Aggressive, Authoritative,  
Competitive, Stubborn*  
(Dominance)

Individuals scoring low on Factor E tend to give way to others, to be docile, and to conform. They are often dependent, confessing, anxious for obsessional correctness. This passivity is part of many neurotic syndromes.

Individuals scoring high on Factor E are assertive, self-assured, and independent-minded. They tend to be austere, a law to themselves, hostile or extrapunitive, authoritarian (managing others), and disregarding of authority.

## FACTOR F

*Sober, Prudent, Serious, Taciturn*  
(Desurgency)

vs.

*Happy-go-lucky, Impulsively Lively,  
Enthusiastic, Heedless*  
(Surgency)

Low scorers on Factor F tend to be restrained, reticent, and introspective. They are sometimes dour, pessimistic, unduly deliberate, and considered smug and primly correct by observers. They tend to be sober, dependable people.

High scorers on this trait tend to be cheerful, active, talkative, frank, expressive, effervescent, and carefree. They are frequently chosen as elected leaders. They may be impulsive and mercurial.

## FACTOR G

*Expedient*, Disregards Rules, Feels  
Few Obligations  
(Weaker superego strength)

vs.

*Conscientious*, Persevering, Proper,  
Moralistic, Rule-bound  
(Stronger superego strength)

People who score low on Factor G tend to be unsteady in purpose. They are often casual and lacking in effort for group undertakings and cultural demands. Their freedom from group influence may lead to anti-social acts, but at times makes them more effective, while their refusal to be bound by rules causes them to have less somatic upset from stress.

People who score high on Factor G tend to be exacting in character, dominated by sense of duty, persevering, responsible, planful, "fill the unforgiving minute." They are usually conscientious and moralistic, and they prefer hard-working people to witty companions. The inner "categorical imperative" of this essential superego (in the psychoanalytic sense) should be distinguished from the superficially similar "social ideal self" of Q<sub>3</sub>+

## FACTOR H

*Shy*, Restrained, Threat-sensitive,  
Timid  
(Threctia)

vs.

*Venturesome*, Socially bold, Uninhibited,  
Spontaneous  
(Parmia)

Individuals who score low on this trait tend to be shy, withdrawing, cautious, retiring, "wallflowers." They usually have inferiority feelings and tend to be slow and impeded in speech and in expressing themselves. They dislike occupations with personal contacts, prefer one or two close friends to large groups, and are not given to keeping in contact with all that is going on around them.

Individuals who score high on Factor H are sociable, bold, ready to try new things, spontaneous, and abundant in emotional response. Their "thick-skinnedness" enables them to face wear and tear in dealing with people and grueling emotional situations, without fatigue. However, they can be careless of detail, ignore danger signals, and consume much time talking. They tend to be "pushy" and actively interested in the opposite sex.

## FACTOR I

*Tough-minded*, Self-reliant, Realistic,  
No-nonsense  
(Harria)

vs.

*Tender-minded*, Intuitive, Unrealistic,  
Sensitive  
(Premsia)

People who score low on Factor I tend to be tough, realistic, "down-to-earth," independent, responsible, but skeptical of subjective, cultural elaborations. They are sometimes unmoved, hard, cynical, smug. They tend to keep a group operating on a practical and realistic "no-nonsense" basis.

People who score high on Factor I tend to be emotionally sensitive, day-dreaming, artistically fastidious, and fanciful. They are sometimes demanding of attention and help, impatient, dependent, temperamental, and not very realistic. They dislike crude people and rough occupations. In a group, they often tend to slow up group performance and to upset group morale by undue fussiness.

## FACTOR L

*Trusting*, Adaptable, Free of Jealousy,  
Easy to Get on With  
(Alaxia)

vs.

*Suspicious*, Self-opinionated, Hard to Fool,  
Skeptical, Questioning  
(Protension)

The person who scores low on Factor L tends to be free of jealous tendencies, adaptable, cheerful, uncompetitive, concerned about others, a good team worker. They are open and tolerant and usually willing to take a chance with people.

People who score high on Factor L tend to be mistrusting and doubtful. They are often involved in their own egos and are self-opinionated and interested in internal, mental life. Usually they are deliberate in their actions, unconcerned about other people, and poor team members.

N.B. This factor is *not* necessarily paranoia. In fact, the data on paranoid schizophrenics are not clear as to typical Factor L value to be expected for them.

## FACTOR M

*Practical*, Careful, Conventional,  
Regulated by External Realities  
(Praxernia)

vs. *Imaginative*, Careless of Practical Matters,  
Unconventional, Absent-minded  
(Autia)

Low scorers on Factor M tend to be anxious to do the right things, attentive to practical matters, and subject to the dictation of what is obviously possible. They are concerned over detail, able to keep their heads in emergencies, but are sometimes unimaginative. In short, they are responsive to the outer, rather than the inner, world.

High scorers on Factor M tend to be unconventional, unconcerned over everyday matters, self-motivated, imaginatively creative, concerned with "essentials," often absorbed in thought, and oblivious of particular people and physical realities. Their inner-directed interests sometimes lead to unrealistic situations accompanied by expressive outbursts. Their individuality tends to cause them to be rejected in group activities.

## FACTOR N

*Forthright*, Natural, Genuine,  
Unpretentious  
(Artlessness)

vs. *Shrewd*, Calculating, Socially Alert,  
Insightful  
(Shrewdness)

Individuals who score low on Factor N have a lot of natural warmth and a genuine liking for people, are uncomplicated and sentimental, and are unvarnished in their approach to people.

Individuals who score high on Factor N tend to be polished, experienced, and shrewd. Their approach to people and problems is usually perceptive, hardheaded, and efficient, an unsentimental approach to situations, an approach akin to cynicism.

## FACTOR O

*Unperturbed*, Self-assured, Confident,  
Secure, Self-satisfied  
(Untroubled adequacy)

vs. *Apprehensive*, Self-reproaching, Worrying,  
Troubled  
(Guilt proneness)

Persons with low scores on Factor O tend to be unruffled, with unshakable nerve. They have a mature, unanxious confidence in themselves and their capacity to deal with things. They are resilient and secure, but to the point of being insensitive of when a group is not going along with them, so that they may evoke antipathies and distrust.

Persons with high scores on Factor O have a strong sense of obligation and high expectations of themselves. They tend to worry and feel anxious and guilt-stricken over difficulties. Often they do not feel accepted in groups or free to participate. High Factor O score is very common in clinical groups of all types (see *Handbook*).

## FACTOR Q<sub>1</sub>

*Conservative*, Respecting Established  
Ideas, Tolerant of Traditional Difficulties  
(Conservatism)

vs. *Experimenting*, Liberal, Analytical,  
Likes Innovation  
(Radicalism)

Low scorers on Factor Q<sub>1</sub> are confident in what they have been taught to believe, and accept the "tried and true," despite inconsistencies, when something else might be better. They are cautious and compromising in regard to new ideas. Thus, they tend to oppose and postpone change, are inclined to go along with tradition, are more conservative in religion and politics, and tend not to be interested in analytical "intellectual" thought.

High scorers on Factor Q<sub>1</sub> tend to be interested in intellectual matters and to have doubts on fundamental issues. They are skeptical and inquiring regarding ideas, either old or new. Usually they are more well informed, less inclined to moralize, more inclined to experiment in life generally, and more tolerant of inconvenience and change.



## FACTOR Q2

*Group Oriented*, A "Joiner" and  
Sound Follower  
(Group adherence)

Individuals who score low on Factor Q2 prefer to work and make decisions with other people and like and depend on social approval and admiration. They tend to go along with the group and may be lacking in individual resolution. They are not necessarily gregarious by choice; rather they might need group support.

vs. *Self-sufficient*, Prefers Own Decisions,  
Resourceful  
(Self-sufficiency)

Individuals who score high on Factor Q2 are temperamentally independent, accustomed to going their own way, making decisions and taking action on their own. They discount public opinion, but are not necessarily dominant in their relations with others (see Factor E); in fact, they could be hesitant to ask others for help. They do not dislike people, but simply do not need their agreement or support.

## FACTOR Q3

*Undisciplined Self-conflict*, Careless of  
Protocol, Follows Own Urges  
(Low integration)

People who score low on Factor Q3 will not be bothered with will control and have little regard for social demands. They are impetuous and not overly considerate, careful, or painstaking. They may feel maladjusted, and many maladjustments (especially the affective, but not the paranoid) show Q3—.

vs. *Controlled*, Socially Precise, Following  
Self-image, Compulsive  
(High self-concept control)

People who score high on Factor Q3 tend to have strong control of their emotions and general behavior, are inclined to be socially aware and careful, and evidence what is commonly termed "self-respect" and high regard for social reputation. They sometimes tend, however, to be perfectionistic and obstinate. Effective leaders, and some paranoids, are high on Q3.

## FACTOR Q4

***Relaxed***, Tranquil, Torpid,  
Unfrustrated  
(Low ergic tension)

vs.

***Tense***, Frustrated, Driven, Restless,  
Overwrought  
(High ergic tension)

Individuals who score low on Factor Q4 tend to be sedate, relaxed, composed, and satisfied (not frustrated). In some situations, their oversatisfaction can lead to laziness and low performance, in the sense that low motivation produces little trial and error. Conversely, high tension level may disrupt school and work performance.

Individuals who score high on Factor Q4 tend to be tense, restless, fretful, impatient, and hard driving. They are often fatigued, but unable to remain inactive. In groups they take a poor view of the degree of unity, orderliness, and leadership. Their frustration represents an excess of stimulated, but undischarged, drive.

## 7. PROCEDURES FOR CALCULATING SECOND-ORDER FACTOR SCORES

It has been indicated above that the 16 PF can be scored for broad second-order factors as well as for the 16 primaries. Eight second-order factors have been identified and are reported in the *Handbook for the 16 PF*. The first four, which will generally be of most interest to practitioners, are:

- QI\* Introversion vs. Extraversion
- QII Low Anxiety vs. High Anxiety
- QIII Tender-minded Emotionality vs. Tough Poise
- QIV Subduedness vs. Independence

Second-order scores are more easily derived from the sten scores on the primaries than from raw scores. If the primary sten scores are combined in the manner shown in the following table, the resulting second-order scores will also be in sten form.

Tables 7.1 and 7.2 outline a simplified procedure for calculating the first four second-order scores by hand. Table 7.1 is for use with sten scores from men. Table 7.2 is for use with scores from women. However, more refined decimal weights are available

\*Second-orders are labeled with Roman-numeral subscripts to distinguish them from the last four primaries, which have Arabic-numeral subscripts.

*Low Score Direction*

## FACTOR Q<sub>I</sub>

*High Score Direction*

### *Introversion*

vs.

### *Extraversion*

The person who scores low on Factor Q<sub>I</sub> tends to be shy, self-sufficient, and inhibited in interpersonal contacts. This can be either a favorable or unfavorable finding, depending upon the particular situation in which the person is expected to function; e.g., introversion is a favorable predictor of precision workmanship.

The person who scores high on this factor is a socially outgoing, uninhibited person, good at making and maintaining interpersonal contacts. This can be very favorable in situations that call for this type of temperament, e.g., salesmanship, but should not be considered necessarily favorable as a general predictor, e.g., of scholastic achievement.

## FACTOR Q<sub>II</sub>

### *Low Anxiety (Adjustment)*

vs.

### *High Anxiety*

People who score low on this factor tend to be those whose lives are generally satisfying and those who are able to achieve those things that seem to them to be important. However, an extremely low score can mean lack of motivation for difficult tasks, as is generally shown in studies relating anxiety to achievement.

The people who score high on this factor are high on anxiety as it is commonly understood. They need not be neurotic, since anxiety could be situational, but it is probable that there are some maladjustments, i.e., they are dissatisfied with the degree to which they are able to meet the demands of life and to achieve what they desire. Very high anxiety is generally disruptive of performance, and productive of physical disturbances.

## FACTOR Q<sub>III</sub>

### *Tender-minded Emotionality*

vs.

### *Tough Poise*

Individuals who score low on Factor Q<sub>III</sub> are likely to be troubled by pervasive emotionality, and may be of a discouraged, frustrated type. They are, however, sensitive to the subtleties of life, likely to be artistic and rather gentle. If they have problems, they often involve too much thought and consideration before action is taken.

Individuals who score high on this factor are likely to be enterprising, decisive, and resilient personalities. However, they are likely to miss the subtle relationships of life, and to orient their behavior too much toward the obvious. If they have difficulties, they are likely to involve rapid action with insufficient consideration and thought.

## FACTOR Q<sub>IV</sub>

### *Subduedness*

vs.

### *Independence*

People who score low on Factor Q<sub>IV</sub> are group dependent, chastened, passive personalities. They are likely to desire and need support from other persons, and likely to orient their behavior toward persons who give such support.

People who score high on this factor tend to be aggressive, independent, daring, incisive people. They will seek those situations where such behavior is at least tolerated and possibly rewarded, and are likely to exhibit considerable initiative.

---

Clearly, the above descriptions are only brief suggestions as to the nature of the factors, but they should be helpful to the reader of this *Manual*. More complete discussion and consideration of research findings can be found in the *Handbook* and its bibliogra-

phy. The *Handbook* also contains descriptions of several methods by which personality factor patterns can be converted into predictive formulas, with examples of such formulas from research involving the prediction of socially important criteria.

## A BRIEF GLOSSARY OF COMPOSITE TERMS USED IN REPORT

### High Score Description:

ANXIETY LEVEL	Tendency to worry, be tense, or emotionally unstable
NEUROTICISM	Anxiety plus preoccupation with feelings, indecisive
SUBJECTIVISM	Prone to live in world of the mind instead of objective reality.
INDEPENDENCE	Self-willed, self-governed.
EMOTIONALITY	More emotional, empathic, and slow in decision-making that may affect people's (or one's own) feelings.
MARITAL ADJUSTMENT	Ease of adaptability and flexibility in marriage, with mean score of 7.2 for stable wives, 7.5 for stable husbands. The mean score for unstable wives is 3.8 and for husbands is 3.5.
ATTENTION TO DETAIL	Tendency to concentrate with focused attention on significant details, freedom from carelessness or accident-proneness.
EXTROVERSION	Oriented to the external world with mind, feeling, and action.
DISCREETNESS	Tactical, judicious, keeping confidences. (Low scores are earned by those more candid and free with their thoughts)
INTERPERSONAL CONTACT PREFERENCE	Enjoys personal contacts, successful in interpersonal relations, winsome, low-key persuasive. (Successful colporteurs, soul-winners, score high)
LEADERSHIP ROLE COMPATIBILITY	Group leadership orientation, leadership potential.
CREATIVE ORIENTATION	Resourcefulness, intelligence, and productivity combination.
REGARD FOR RULES AND REGULATIONS	Character strength, respect for authority, disciplined.
SCHOOL ACHIEVEMENT POTENTIAL	Combined personality, intelligence, and motivational traits that predict the ease of scholastic achievement.
PASTORAL ROLE PATTERN	Similarity to successful pastors by conference administrators empirical selections in forced-ranking situation. A score of .317 or higher, i.e. .350 etc., indicates that your profile matches that of the successful Adventist pastor. A low score does not mean that you cannot be a successful pastor. It means you would be different from the typical successful pastor.

# A BRIEF GLOSSARY OF TERMS USED IN REPORT

OUTGOING	Emotionally warm and responsive, lenient
RESERVED	Emotionally detached and dispassionate, precise
ABSTRACT	The tendency to see similarities among things that are different; to categorize; to see relationships
CONCRETE	The tendency to be specific, to see things/ideas as different; to discriminate rather than integrate
CALM	Unperturbed and able to cope without being ruffled
EASILY UPSET	Easily affected by circumstances
DOMINANT	Self-assertive, resistant to authority or control
SUBMISSIVE	Accommodating, teachable, humble, docile
HAPPY-GO-LUCKY	Carefree, enthusiastic, talkative
SOBER	Serious-minded, concerned, introspective
CONSCIENTIOUS	Responsible, Moralistic, Persevering, Principled
EXPEDIENT	Slack, Disregarding of rules and Moral Standards
VENTURESOME	Socially bold, Overt Interest in Opposite Sex
SHY	Timid, Threat-sensitive to strangers, Retiring
TENDER-MINDED	Emotionally sensitive, Dependent, Affection-seeking, Insecure, Sympathy-and-Attention-seeking
TOUGHMINDED	Unsentimental, self-reliant, hard, cynical
SUSPICIOUS	Defensive, oppositional, distrusting, antagonistic, jealous, dogmatic
TRUSTING	Accepting, adaptable, understanding, unsuspecting
IMAGINATIVE	Absorbed in ideas, unconventional, absent-minded, easily distracted from practical judgment and action
PRACTICAL	Alert to immediate needs, conventional, guided by objective realities, acts on practical judgment
SHREWD	Exact, calculating mind, socially aware, astute, artful, tactical, insightful
FORTHRIGHT	Imprecise spontaneous mind, unpretentious, simple tastes, naive
APPREHENSIVE	Worrying, anxious, self-reproaching, insecure, sensitive to people's approval or disapproval
SELF-ASSURED	Untroubled, confident, self-accepting, secure, complacent, impenitent, placid
EXPERIMENTING	Free-thinking, liberal-minded, analytical, radical
CONSERVATIVE	Respecting traditional ideas, tolerant of traditional restrictions and difficulties, unquestioning of ideas
SELF-SUFFICIENT	Prefers own decisions, resists advice, resourceful
GROUP ORIENTED	Comfortable with group decisions, Needs group support
DISCIPLINED	Exacting will-power, compulsive
UNDISCIPLINED	Follows own urges, weak-willed
TENSE	Frustrated, Driven, Overwrought, Fretful
RELAXED	Composed, unfrustrated, tranquil

## APPENDIX B

### CORRESPONDENCE

Fall, 1980

Dear Pastor

Earlier this year you cooperated in a significant research study -- The North American Church Growth Project. You were one of 300 pastors spread over the entire Division who completed a pastoral survey and (in all but a few cases) had your spouse complete a survey. Unless you had moved from the church selected in the sample, you were also asked to administer surveys to your membership and return all data to us.

We thank you again for the assistance you rendered which made this project possible. We are in the final phases of the study and hope to present a complete report of the results as soon as we can process and analyze the mountains of information. In the meantime you have received or will soon receive an individual profile of your church.

As a result of our mid-project report, the General Conference, through the Faith/Action Advance Committee, has asked us to extend the study. They are becoming aware of the importance of better understanding the pastor -- his morale, his sense of fulfillment, his aspirations, and his discouragements. They need to know much more about the pastor as a family man and about his wife and how the relationships between the two contribute to effective church ministry.

So by their commission, we at the Institute of Church Ministry are sending you two instruments: (1) the well-known and highly-respected 16PF for both you and your spouse and (2) a supplementary survey entitled The Pastor as Person and Husband and The Pastor's Spouse as Wife and Person. We are asking that each of you fill out both instruments according to instructions and return all answer sheets and the test booklet in the envelope supplied. Please keep the pencil, the profile and the instructions.

We know that these two questionnaires contain some sensitive items that you or your wife might not feel comfortable in answering if you felt that an employer or fellow worker had access to the information. THEREFORE I PROMISE YOU THAT YOUR SHEETS WILL BE KEPT STRICTLY CONFIDENTIAL AND NEVER IDENTIFIED BY NAME. No one will even read your personal file. We are only interested in the group



statistics although we do code by church number so that the computer can correlate this information with the previously gathered data.

As a way of thanking you, we would like to make it possible for you to benefit from this testing. Our processing of the 16PF is being done by Dr. Elden Chalmers. As many of you know he has done tremendous research in this area. He has developed a computer print-out on the 16PF which gives a detailed narrative report on the individual and also compares husband and wife profiles as to compatibility and adjustment to marriage. We are enclosing a sample.

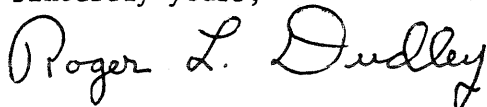
The ordinary, actual-cost fee for this service is \$10 per person or \$20 per couple in large group settings (in private practice the fee is \$35 per person). As Dr. and Mrs. Chalmers have traveled to camp-meetings and other gatherings many workers have been happy to pay this amount for gaining valuable insights about themselves. But as participants in this study, if you and your wife would like these print-outs, the Institute with Dr. Chalmers will make them available at half-price or just \$10.00 a couple.

Just enclose a \$10 check made out to Human Dynamics. Your answer sheets will be entered into the computer and in just a few days your printed profile will be mailed to you. This service is just for you. We do not need or use the individual profiles. But the information in the computer will be combined to give us the overall group profiles and statistics that we are looking for in this study. Even if you do not wish to take advantage of the computer-profile service, please complete and send in the 16PF's and the "person surveys" as we need the group statistics.

This study is vitally important because church leadership will be using the results to do a better job of meeting the needs of the pastor and his wife. So do read the specific instructions, complete both instruments for you and have your wife do likewise. Send all four instruments along with the 16PF booklet back to us in the postage-paid envelope (with the \$10 if you wish the computer profiles.) If you are unmarried, widowed, or separated, please return the wife's survey and specify your marital status on your "person" survey.

May God bless in your ministry.

Sincerely yours,



Roger L. Dudley Ed.D.  
Coordinator of Research and Development  
Institute of Church Ministry

RLD:csw  
Enclosures

To insure the validity of the test, be sure that it is written under standardized testing conditions. Testing silence should be observed, with no distractions or interruptions. A break may be taken between writing Form A and Form B, but each booklet should be completed at one sitting. The examinee should read the instructions on the cover of the test booklet, and then respond to the examples in the appropriate area on the answer sheet before beginning the actual test. Answers should always be made on the separate answer sheet, never in the reusable test booklet. The test is untimed, but it is good to remind examinees not to dally, but give immediate answers and move along.

October 22, 1980

Pastors in North American Division  
Selected for Special Research Study

Dear Colleague:

A few weeks back I mailed you a special packet of materials for our North American Division study on the professional and family morale and attitudes of Adventist pastors and their wives. The materials included a 16PF booklet with special answer sheets for you and your wife and a supplementary survey for you and your wife.

You are a very busy person and perhaps have laid the material aside to do later. Alas! Later often never gets here. The material could sink down through the layers on your desk to the never-never land of Oblivion. Besides, Elders Bradford, Spangler, and their associates are anxious to get the results as soon as possible in order to inform them in some big decisions concerning pastoral ministry which are on the horizons.

So please do it today! And have your sweet wife do it today! And send four answer sheets plus the 16PF booklet (don't write on it) back to us today in the envelope we provided. And -- oh, yes -- don't forget to send the \$10 check made out to Human Dynamics if you want the special price on a copy of the profiles on you and your wife.

I guess that's it. I'll be watching for your returns. Thanks heaps.

Sincerely yours,



Roger L. Dudley, Ed.D.  
Coordinator of Research and Development  
Institute of Church Ministry

RLD:csw

December 8, 1980

Pastors in North American Division  
Selected for Special Research Study

Dear Fellow Worker:

The holiday season! May we at the Institute of Church Ministry wish you a blessed Christmas season. But how busy it is! Busy with Ingathering, special church services, and personal Christmas plans. So busy that you might delay completing and returning the questionnaire forms that we sent you back in September.

Please friend pastor, we need your help. The denomination is spending thousands of dollars on this study to improve the pastoral ministry. We made a rather large investment in mailing to you the 16PF booklets and other materials. Don't let us down. You can fill out the 16PF and the supplementary survey in 30 to 45 minutes. Your wife can do the same. Then quickly send them to us in the postage-paid envelope. Your material will be more welcome than a visit from Santa Claus.

May God bless.

Sincerely yours,



Roger L. Dudley, Ed.D.  
Coordinator of Research and Development  
Institute of Church Ministry

RLD:csw

March 23, 1981

Pastors in the North American Division

Dear Fellow Workers:

Back in September, we asked you to participate in a study of pastoral morale in the North American Division. We explained that we were commissioned to do this research by the offices of C. E. Bradford and J. R. Spangler.

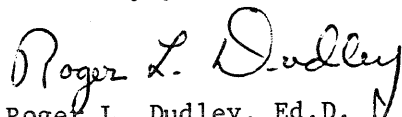
We asked you to complete a brief survey THE PASTOR AS PERSON AND HUSBAND and to have your wife complete THE PASTOR'S SPOUSE AS WIFE AND PERSON. We also requested each of you to complete the 16 PF. We enclosed a stamped envelope to return all material.

About two-thirds of the pastors have returned the materials. We have sent several reminder letters, and my associate, Greg Clark, has telephoned each of you since the beginning of 1981. In many cases the material had been misplaced and we sent you a new set (which added many dollars to the cost of the study). However each of you indicated to Greg that you would be sending in your data right away.

Please do it now! This has dragged on for too long and we must get the report out. If you will just do it this week, we can wrap it up and report the results.

Thanks,

Sincerely yours,



Roger L. Dudley, Ed.D.  
Coordinator of Research and Development  
Institute of Church Ministry

akm

April 10, 1981

Pastors Involved in North American Church Growth Study

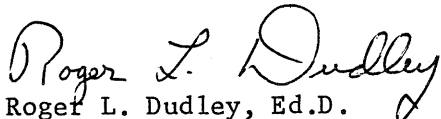
Dear Fellow Worker:

We are about to cut off data collection on our study of the pastor's personality, morale, and family relations through the 16 PF and supplementary surveys for pastor and wife. When my associate Greg Clark called you, you indicated that either you were sending the material in or that you had misplaced it and would send it in if we mailed you another set of materials. As of this date, we have not heard from you.

Hopefully you will complete and mail the materials this week so your response can be included in the study. At any rate we must account for all the 16 PF booklets. We will have to pay Dr. Chalmers for any that are lost. More crucially, Dr. Chalmers does not want these booklets in circulation since that violates test security. So even if for some reason you have changed your mind and are not going to fill out the answer blanks, PLEASE RETURN THE BOOKLETS ANYWAY.

Thanks so much. We'll be watching for your package this week.

Sincerely yours,



Roger L. Dudley, Ed.D.  
Coordinator of Research and Development  
Institute of Church Ministry

gfc